

NATIONAL WEATHER SERVICE MANUAL NWSM 1-801

April 21, 2003

***Administration and Management
Corporate Operations, NWSPD 1-8***

EXECUTIVE AFFAIRS & CORRESPONDENCE MANUAL

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Signed
Irwin T. David
Chief Financial Officer/
Chief Administrative Officer

April 21, 2003
Date

NATIONAL WEATHER SERVICE CORRESPONDENCE MANUAL

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1. Introduction. This Manual governs the formulation of National Weather Service (NWS) correspondence prepared for signature by NWS senior management and for correspondence prepared for signature at the National Oceanic and Atmospheric Administration (NOAA) and Department of Commerce (DOC) levels. Our intent is to be consistent with the U.S. Government Printing Office (GPO) Style Manual. Your first point of reference is, however, the NWS Correspondence Manual.

Inquiries about correspondence procedures may be directed to the NWS Executive Affairs (EA) staff at (301)713-0675 or nws.executive.affairs@noaa.gov

2. Roles of Executive Affairs/Action Offices.

2.1 Executive Affairs (EA) Responsibilities. NWS EA is the focal point for all correspondence prepared for signature by the Assistant Administrator (AA) and the Deputy Assistant Administrator (DAA), and has the following responsibilities.

- a. EA will review incoming correspondence and direct it to the appropriate office for action or information purposes. EA will assign the action, determine the due date, and prepare an NWS Action Control Sheet.
- b. EA will forward the original of the incoming correspondence and a control sheet to the appropriate office for response. Copies of the incoming and the control sheet are also forwarded to those offices indicated as receiving a courtesy copy (cc). Items received electronically will be made available to the office assigned action.
- c. An "**A Priority**" action is DOC/NOAA-controlled with a one-day turnaround. When preparing an "A Priority" action, there are few, if any higher priorities. EA will hand-carry a copy of the control sheet and incoming to the appropriate office for action. Until the response is signed by the AA or DAA, an office manager and focal point from the action office must be available.
- d. EA will monitor due dates, remind Action Offices the day before an action is due, follow up on overdue actions, and report the status of correspondence to the AA on a weekly basis.
- e. EA will review all correspondence prepared for signature by the AA and DAA to ensure compliance with all NWS/NOAA/DOC correspondence procedures.
- f. EA is responsible for the electronic transmission to NOAA of all NOAA/DOC controlled correspondence. EA will retain the official file until it receives a copy of the signed and dated response from NOAA. The file will then be returned to the action office.

- g. EA will close a correspondence action upon receipt of the appropriate documentation from the action office as described in Section 2.2.1.c.
- h. EA will be responsible for the distribution of all responses to congressional correspondence and will maintain the official file of all congressional correspondence.

2.2 Action Office Responsibilities. The NWS action office is that NWS element which has primary responsibility for the subject matter of the correspondence. The action office should prepare a reply and assemble the correspondence package for the AA or DAA's signature. The action office's responsibilities are set forth below.

2.2.1 Timeliness. In order to meet due dates to EA, NOAA, DOC, or external organizations, action offices must adhere to the following procedures, and must ensure timely responses to all correspondence.

- a. The action office Director is responsible for meeting all due dates. Extensions may be granted by EA only if the Action Office shows justification. Requests for extensions of due dates must be in writing, addressed to the EA staff.

A memorandum of lateness, addressed to the Secretary and Deputy Secretary, signed by the AA or Staff Office Director, initialed by the approved authority in the bureau/office is required for extensions to DOC-controlled correspondence.

- b. Consult EA immediately if you receive correspondence which you believe has been erroneously assigned to you.
- c. If the incoming correspondence does not require a written response signed by the AA or DAA, it is the responsibility of the action office to advise EA what alternative action will be taken. A correspondence action cannot be closed except through a written response or statement submitted to EA, such as the following.
 - (1) A response may be signed at the Office Director or program officer level; a copy of the signed and dated response must be received by EA by the due date.
 - (2) An e-mail may be sent by a representative of the action office to the author of the incoming correspondence; a copy of the e-mail must be received by EA by the due date.
 - (3) If a phone call to the correspondent was made by a representative of the action office, and no further action is required, the action office must e-mail EA a record of the phone call. Include the date and names of the persons involved in the phone call.

- (4) If no response or action is required, advise EA of the decision via e-mail by the due date.

If the document to be signed by the AA or DAA is internally generated, any internal or external deadline known by the drafter must be indicated on the Coordination Cover Sheet. Indicate the date in the "Other Information" block on the sheet. Plan on the clearance/signature process taking three working days once the proposed correspondence arrives in the Executive Affairs Office. Therefore, build in sufficient time for clearance to meet your requested date.

2.2.2 Coordination/Clearance. It is the responsibility of the action office to coordinate with and obtain clearance from all necessary organizational elements before correspondence and documentation requiring the signature of the AA or DAA is submitted to EA.

All responses to congressional and Cabinet-level correspondence will be coordinated/cleared as follows.

- a. **General Counsel for Weather (GCW)**. All responses prepared for signature at the Department level or at the NOAA level, must be coordinated with GCW. GCW clearance and/or comments must be part of the correspondence package submitted to EA.
- b. **Legislative Affairs for Weather (LAW)**. All responses to Members of Congress or Members of the President's Cabinet must be coordinated with LAW. LAW clearance and/or comments must be part of the correspondence package submitted to EA.
- c. **Regional Offices**. All responses to Members of Congress must be coordinated with the appropriate Region. If the issue involves setting national policy, the Director must coordinate/clear on the response; otherwise, coordination may be below the Director level.

NOTE: All congressional correspondence received directly by Regional Offices should be forwarded to EA for review, tracking, and assignment.

In addition to the above coordination guidelines for congressional responses, several other specific issues require additional coordination.

- d. **Correspondence for Signature at DOC/NOAA**. All correspondence to be forwarded to NOAA or DOC for signature must be coordinated with GCW. GCW clearance and/or comments must be part of the correspondence package submitted to EA.
- e. **Programs Affecting Several Offices or Regions**. All responses to correspondence regarding issues that affect more than one program office or region must be coordinated/cleared with those other offices (e.g., NOAA Weather

Radio, missed warnings, office closures).

- f. **Financial or Budget Issues.** All responses regarding financial or budget issues must be coordinated and cleared with the Office of the Chief Financial Officer/Chief Administrative Officer (OCFO).
- g. **Personnel Issues.** All responses regarding personnel issues must be coordinated and cleared with OCFO and with the Human Resources office.
- h. **NWSEO Issues.** All responses regarding the National Weather Service Employees Organization must be coordinated and cleared with the OCFO.
- i. **Regulatory/Administrative Issues.** Correspondence on regulations or civil and administrative cases must be cleared by GCW.
- j. **MOAs and MOUs.** Memoranda of Agreement and Memoranda of Understanding must be cleared with GCW and the DOC General Counsel.
- k. **OIG and GAO Issues.** All responses to the Office of Inspector General (OIG) and the Government Accounting Office (GAO) audits must be cleared by OCFO. Responses to IG investigations should receive minimal clearance and minimal distribution.
- l. **FOIA Responses.** All responses to Freedom of Information Act (FOIA) requests must be cleared by GCW and OCFO.

NOTES: (1) Clearance by the appropriate Region/Office/Staff director must be obtained on all correspondence packages and indicated on the Coordination Cover Sheet. An example of the NWS Coordination Cover Sheet follows this section. Additional clearances (e.g., from Branch and Division staff) are **not** included on the Cover Sheet.

(2) When substantive changes have been made during a rewrite, the document must be coordinated and cleared again. The Coordination Cover Sheet must be updated to indicate the new clearances. Non-substantive changes do not require re-clearance.

2.2.3 Distribution. After signature by the AA/DAA, EA will date stamp the response, make copies for its files, and return the original response and file to the action office for distribution. See exception on page 16.

2.2.4 File Maintenance. It is the responsibility of the action office to maintain the official file (with incoming, list of clearances, etc.) for all correspondence other than for congressional responses. EA will maintain the official files for all congressional correspondence.

Correspondence to:	
Subject:	Briefly state the topic or issue of the incoming correspondence. For example: "NWR transmitter in Iowa."
What is requested: (from incoming correspondence)	Briefly state the action the writer of the incoming correspondence wants NWS to take. For example: "Put an NWR transmitter in Calhoun County." If there is no incoming correspondence, leave this block blank.
Response says:	Summarize the content of the response.
Special Handling Instructions: (check box if appropriate)	<input type="checkbox"/> Package being sent electronically to NOAA ExecSec, signed cover memo to be faxed <input type="checkbox"/> Bulky enclosure being retained in MB32 or originating office. It will be provided upon request <input type="checkbox"/> Explanatory memo under cover sheet outline <input type="checkbox"/> NOAA calling for response
Other information:	Briefly state any additional information the signer should be aware of. If the document to be signed was internally generated, indicate any deadline by which you need the file signed/returned.
Drafted by: Office/Phone #	Use the following format: Routing code - Full name - phone number
Recommendation:	Sign Do not enter anything in this block.

Cleared by:

Name: (Routing Code, Print Name, and Signature)	Date:
Enter the routing code, name, and signature of the Office Director (no other clearances from the action office should be included on this cover sheet).	
Enter routing codes, names, and signatures of any necessary coordinators, e.g., GCW or LAW.	
EA - edit	
Wx11 -	
Wx1 - John E. Jones, Jr. (not necessary if DAA will sign response)	
NOTE: When substantive changes have been made during a rewrite, the document must be coordinated and cleared again. The Coordination Cover Sheet must be updated to indicate the new clearances on such a rewrite.	

3. Stationery. The stationery used should be that of the person signing the correspondence. All correspondence prepared for the signature of the AA for Weather Services and the DAA for Weather Services must be submitted to EA on the appropriate letterhead. Within the NWS headquarters, the AA, the DAA, and OCFO each have their own letterhead. Letterhead for the AA and the DAA may be obtained only from EA.

All correspondence prepared for signature by other persons located at NWS headquarters in Silver Spring, Maryland, is printed on standard NWS stationery. This would include correspondence prepared for the signature of the Permanent Representative of the U.S. with the World Meteorological Organization.

Correspondence prepared for signature by officials at NOAA and DOC should be submitted to EA on plain bond paper. This correspondence will be electronically transmitted to the NOAA Executive Secretariat where it will be printed in final form on the appropriate letterhead and submitted for signature.

4. The Letter. The letter format is used for communications addressed to an individual or organization outside NWS/NOAA/DOC. It is also used for personalized communications, such as letters of appreciation, etc., addressed to an individual or organization within NWS.

Letters prepared within NWS fall into four categories:

- a. Non-Congressional letters
- b. NWS-Controlled Congressional letters
- c. NOAA/DOC-Controlled Non-Congressional letters
- d. NOAA/DOC-Controlled Congressional letters

We recommend using WordPerfect when creating documents for AA/DAA signature. Please see the APPENDIX F for WordPerfect formatting instructions.

See the sample letters at the end of this section and at the end of Section 6 (regarding correspondence prepared for the Secretary). In addition to formatting differences, the following content differences should be kept in mind:

- a. Letters signed by the AA or DAA **do** contain a reference to the date of the incoming correspondence. Letters to be signed at the NOAA or DOC level **do not** contain a reference to the date of the incoming correspondence.

The complimentary closing for the AA or DAA is "Sincerely." The complimentary closing for signatures at the NOAA or DOC levels are often different from those for NWS. Currently (10/02), the closing at the NOAA level is "Sincerely," and for the Secretary is "Warm regards." Check with EA if you are uncertain about a complimentary closing.

- b. The contact office and person given for further information varies among NWS, NOAA, and DOC. Check the sample letters for the appropriate language.

The appearance of your letter is as important as the content. The format of all letters should be consistent with the following guidelines:

- a. Courier New font with 11-point print style is recommended on all correspondence. Boldface, italics, or underlining should not be used for emphasizing text.
- b. Do not indent paragraphs.
- c. Always put two spaces after a period at the end of a sentence.
- d. All letters are to be centered on the page from top to bottom. Use the automatic page-centering feature in WordPerfect (see Appendix F).
- e. Always set margins at 1 inch on all sides.
- f. Use left-justification.
- g. All NWS/NOAA/DOC correspondence is to be single spaced. Double space between paragraphs.
- h. Keep letters to one page whenever possible. If necessary, use an enclosure to relay information. If the letter must be more than one page, beginning on the second page, use the automatic page numbering feature to center the page number on the top line of the page. Enter the number only—do not use dashes or parentheses. Begin the body of the correspondence four lines down from the page number.

4.1 Date. For documents signed in your office, stamp the date just above the inside address and slightly to the right of center, under the letterhead. Be sure the date stamped is legible. Do not date stamp correspondence that will be signed in another office.

4.2 Inside Address. Type the inside address flush with the left margin. On the first line, type

the addressee's appropriate title, (e.g., Mr., Mrs., Ms., Dr., Professor, The Honorable), followed by the full name. If it is not known whether the addressee is a man or a woman, omit the title. For example, use "Lee Doe" (Dear Lee Doe:).

On the second line, type the addressee's title, followed by the name of the organization—this may be carried over to the third line, if necessary. When carrying an organization name over to the next line, indent two spaces.

Example:

Mr. Mike Melton
Director, Colbert County Emergency
Management Agency
120 West Fifth Street
Tuscumbia, Alabama 35674

If the individual's title is lengthy, (e.g., Chairman of the Board or Chief Executive Officer), put it on the second line by itself and the company's name on the next line.

Example:

Mr. Gerard F. Scannell
President and Chief Executive Officer
National Safety Council
1025 Connecticut Avenue, N.W.
Washington, D.C. 20036-5405

Spell out the name of the organization exactly as it appears on the letterhead. Do not use abbreviations unless they are used on the firm's letterhead.

NOTE: If correspondence is received from the Chair of a Senate or House committee who is writing on behalf of that committee, address the correspondent in that role.

Example:

The Honorable John McCain
Chairman, Committee on Commerce, Science,
and Transportation
United States Senate
Washington, D.C. 20510-6125

Suite/room numbers are not included in the inside address. They should only be shown on the envelope.

If the address reflects both a post office box number and a street address, only the street address should be reflected in the inside address. However, if only a post office box number is given (no street address), then show the post office box on the inside address.

Spell out the name of the state in the inside address. Do not use two-letter state abbreviations, except for Washington, D.C. However, abbreviations may be used on the envelope. Put two spaces between the state and the zip code. If known, use the full nine-digit zip code on the outgoing letter and envelope.

"Attention" lines are only acceptable if the incoming correspondence requests that the response be directed to someone on the writer's staff. (This often occurs in congressional correspondence.) Use the following format.

Example:

The Honorable Constance Morella
House of Representatives
ATTN: John Howard
Washington, D.C. 20515-1122

4.3 Salutation. Type the salutation two lines below the inside address block. A colon follows the salutation. Always use the formal salutation; the signer may personalize the salutation if desired.

Examples:

Dear Mr. Jones: Dear Ms. Smith:

Address all women as "Ms." unless the incoming correspondence specifically indicates a preference for "Mrs.," "Miss," or some other title.

When corresponding to a company and no person's name is given, then use the following salutation:

Dear Sir or Madam:

When corresponding to a Chair of a congressional committee or sub-committee, address the person by that title.

Examples:

Dear Mr. Chairman: Dear Madam Chair:

See the Appendixes for models of address and salutations.

4.4 Body of Letter. Do not indent paragraphs. Begin the first paragraph of each letter with "Thank you for your letter regarding..." followed by a brief description of the subject of the incoming letter. If the letter is unfavorable to NWS, it is appropriate to begin: "This is in response to your letter regarding..." Refer to the date of the incoming letter in responses prepared for signature by the AA or DAA. However, do not refer to the date of the incoming letter in responses prepared for signature at the NOAA or DOC levels.

Double space between paragraphs. The first and last paragraphs may be one sentence. All other paragraphs must be more than one sentence.

There should only be one "thank you" in a letter. The last paragraph might read "We appreciate your interest ..." or "Your interest is appreciated ...," depending on the tone of the letter.

4.5 Complimentary Close. Double space between the final paragraph of the letter and the complimentary close. The complimentary close used by NWS and NOAA is "Sincerely" (the Secretary uses "Warm regards") and should be placed slightly to the right of the center of the page (at Pos 4.5 in Courier New 11).

4.6 Signature Block. Type the name of the signer five lines below the closing. The title is not necessary when it is shown on the letterhead. In cases where the letterhead does not indicate the title of the signer, type both the name and the title.

Examples:

Sincerely,

Sincerely,

Name

Name

Title

Carryover Title

4.7 Enclosure. If additional material is to be included with the letter, type the word "Enclosure" (or "Enclosures" for more than one item) two line spaces below the signature block, flush with the left margin. If a letter has an enclosure, the text should include a reference to it.

Examples:

A list of NWS employees is enclosed.
Enclosed is a summary of the report.

NOTE: "Attachment" is not used for letters; it is used for memoranda.

4.8 Courtesy Copy Notation. The use of "cc:" is discouraged on letters addressed to individuals or organizations outside of NWS. If information or courtesy copy (cc) distribution is shown on the original to inform the addressee as to the other recipients, type the "cc:" notation flush with the left margin, two lines below the last typed line. Insert two spaces after the "cc:" notation, and type the recipient's name. Do not use routing codes to a person outside NOAA. For more than one recipient, type each name on a separate line, directly under the first name.

Example:

```
cc:  Mary Johnson, NASA
      Paul Jones,  FAA
```

If the writer wishes to show that the individuals receiving copies are receiving (or are not receiving) enclosures, it is noted as follows:

```
cc:  Mary Johnson, NASA (w/enclosure)
      Paul Jones,  FAA (w/o enclosure)
or
bcc:  Leon Graves,  FAA (w/o enclosure)
```

4.9 Blind Courtesy Copy Notation. If the writer wishes copies of the letter be distributed without the list being shown on the original, the blind courtesy copy (bcc) notation is typed on the NWS file copy only. Use the same format used for the courtesy copy notation.

Example:

```
bcc:  Mary Johnson, NASA
      Paul Jones,  FAA
```

NOTE: Indicate only one NWS bcc for each program office included in the bcc list; that office can then do its own internal distribution.

4.10 Courtesy Copy Protocol Order. Entries in cc and bcc lists should be listed in protocol order as follows:

Outside DOC	W/OS
DOC	W/OST
NOAA	W/OHD
W	W/OPS
Wx1	W/ER
W/CFO	W/SR
W/CIO	W/CR
W/EEO	W/WR
W/IA	W/AR
W/SP	W/PR
W/COM	W/NP

4.11 Distribution. After signature by the AA/DAA, EA will date stamp the response, make copies for its files and return the original response to the action office for distribution.

NOTE: EA will distribute all congressional correspondence. The action office is responsible for providing EA with appropriately addressed envelope(s). Attach the addressed envelope with a paper clip to the bottom, inside left portion of the correspondence folder, under the floppy disk.

4.12 Multiple Letters. When preparing a letter to more than eight (8) addressees for the signature of the AA or DAA (such as award or recognition letters), submit one completed letter for signature along with a complete list of names, addresses and salutations for the remainder of the addresses. The list should be formatted as follows: single spacing within each address; double-spacing between last line of address and salutation; and double-spacing between salutation and next name. (Prepare separate letters when sending to less than 8 addressees.)

Examples:

Mr. Joseph Price
2335 Broad Street
Anyplace, Pennsylvania 22344

Dear Mr. Price:

Mrs. Gladys Smythe
56734 Glenhaven Lane
Jonesville, Tennessee 33456

Dear Mrs. Smythe:

Place the list of addressees on the left inside of the folder, under the Background Summary. The remainder of the letters will be signed using the autopen on electronic versions of the letters. In order to use the autopen process, a disk must be submitted to EA containing (1) the list of addressees, formatted as stated above; and (2) the completed letter.

4.13 NOAA Corporate Names. The term “NOAA” should be used to precede the official organization name, “NOAA’s National Weather Service” on all correspondence, memoranda, web sites, and other references to your organization.

However, “NOAA” may not be used preceding the official organization name in a legally binding document or any other document that is mandated by law or regulation, i.e., grants, contracts, memorandum of understanding, reports to Congress, etc.

Note: Acronyms should continue to reflect the official name, NWS.

Sample: Non-Congressional Letter

(to be dated when signed)

Mr./Dr./Ms./Mrs. (Name)
4567 Hometown Lane
Mytown, Mystate 12345-6789

Dear Mr./Dr./Ms./Mrs. (last name):

[Courier New; 11-point; no indent; centered on page] Begin the first paragraph of each letter with "Thank you for your letter dated June 22, 2001, [NOTE: If letter is to be signed at the NOAA or DOC level, do not include the date of the incoming letter] regarding..." followed by a brief description of the subject of the incoming letter. If the letter is unfavorable to NWS, it is appropriate to begin: "This is in response to your letter dated June 22, 2001, regarding..."

Double space between paragraphs. The first and last paragraphs may be one sentence. All other paragraphs must be more than one sentence.

There should only be one "thank you" in a letter. The last paragraph might read "We appreciate your interest..." depending on tone of the letter.

Sincerely,

Name

Enclosure

cc: Charles Forrest

For non-NOAA-Controlled letters, show on NWS file copy only:

bcc: W/OS - Gregory Mandt
W/OPS - John McNulty

For NOAA-Controlled letters, show on NWS file copy only:

bcc: ES [and other offices as appropriate; do **not** include the offices listed in NOAA's cc notation on its control sheet; NOAA ExecSec will send copies to those offices]
Control# 45678

Sample: NWS-Controlled Congressional Letter

(to be dated when signed)

The Honorable (Name)
House of Representatives
Washington, D.C. 20515-6210

Dear Representative (last name):

[Courier New; 11-point; no indent; centered on page] Begin the first paragraph of each letter with "Thank you for your letter dated June 22, 2001, [on behalf of (name of constituent if there is one)] regarding..." followed by a brief description of the subject of the incoming letter. If the letter is unfavorable to NWS, it is appropriate to begin: "This is in response to your letter dated June 22, 2001, regarding..."

Double space between paragraphs. The first and last paragraphs may be one sentence. All other paragraphs must be more than one sentence.

There should only be one "thank you" in a letter. The last paragraph might read "We appreciate your interest..." depending on tone of the letter. Also include in the last paragraph, if appropriate, a contact for further information. If the letter is to the Member of Congress: "If you have any questions, please contact (name) of the NOAA Legislative Affairs Office at 202-xxx-xxxx." If the response is addressed directly to the constituent, by request of the Member of Congress: "If you have any questions, please contact (name of contact person in the field) at xxx-xxx-xxxx."

Sincerely,

Name

Enclosure

cc: Representative (Name)'s D.C. office
(if original sent to other office by request of Member of Congress)

Show on NWS file copy only:

bcc: GCW, LAW, [and other offices as appropriate for clearance and/or coordination]

Sample: NOAA/DOC Controlled Congressional Letter

(to be dated when signed)

The Honorable (Name)
United States Senate
Washington, D.C. 20515-6210

Dear Senator (last name):

[Courier New; 11-point; no indent; centered on page] Begin the first paragraph of each letter with "Thank you for your letter [on behalf of (name of constituent if there is one)] regarding..." followed by a brief description of the subject of the incoming letter. If the letter is unfavorable to NOAA, it is appropriate to begin: "This is in response to your letter regarding..." **If the letter is to be signed by the AA or DAA, refer to the date of the incoming letter in your response in NOAA/DOC-controlled congressional correspondence. If the letter is to be signed by the Under Secretary or the Secretary, do not refer to the date of the incoming letter.**

Double space between paragraphs. The first and last paragraphs may be one sentence. All other paragraphs must be more than one sentence.

There should only be one "thank you" in a letter. The last paragraph might read "I appreciate your interest..." or "Your interest is appreciated..." depending on tone of the letter. Also include in the last paragraph, if appropriate, a contact for further information. If the letter is to the Member of Congress: "If you have any questions, please contact (name) of the NOAA Legislative Affairs Office at 202-xxx-xxxx."

Sincerely,

Name

Enclosure

For NOAA-Controlled letters, show on NWS file copy only:

bcc: ES [and other offices as appropriate; do **not** include the offices listed in NOAA's cc: notation on its control sheet; NOAA ExecSec will send copies to those offices]
Control# 45678

5. The Memorandum. Use the memorandum format for communications addressed to an individual or organization within NWS/NOAA/DOC. As mentioned, the letter format is used when drafting a personal letter of appreciation, etc. addressed to an individual or organization within NWS.

Memos prepared within NWS fall into several categories. Although all memos follow the basic format, the purpose of the memo affects additional features. See the samples of memos at the end of this section and at the end of Section 6 (regarding correspondence prepared for the Secretary) for additional guidance.

NOTE: All memoranda addressed to the Under Secretary, Assistant Secretary, and Deputy Under Secretary must be prepared for signature by the Assistant Administrator.

All memoranda addressed to the Secretary must be prepared for signature by the Under Secretary and must be accompanied by a cover memo from the AA to the Under Secretary.

The appearance of your memorandum is as important as the content. The format of all memos should be consistent with the following guidelines.

- a. Courier New font with 11-point print style is recommended on all correspondence. Boldface, italics, or underlining should not be used for emphasizing text.
- b. Do not indent paragraphs.
- c. Always put two spaces after a period at the end of a sentence.
- d. All memos should start at least eight lines below the printed letterhead. When necessary, the memo may begin higher on the page to keep the memo to one page. Memos are **not** centered on the page.
- e. Set margins at 1 inch on all sides.
- f. Use left-justification.
- g. All NWS/NOAA/DOC correspondence is single spaced. Double space between paragraphs.
- h. Keep memoranda to one page whenever possible. If necessary, use an attachment to relay information. If the memorandum must be more than one page, beginning on page 2, type the number one inch from the top, in the center of the line. Type only the number—do not use dashes or parentheses. Begin the body of correspondence four lines down from the page number.

5.1 Date. For documents signed in your office, stamp the date just above the heading and subject block and slightly to the right of center, under the letterhead. Be sure the date stamped is legible.

Do not date correspondence that will be signed in another office.

5.2 Heading and Subject Block. Begin the memorandum eight lines from the top. In order to keep the memorandum to one page in length, you may begin higher on the page, but no less than four lines from the top. Memoranda are not centered on the page.

Flush with the left margin, type the words "MEMORANDUM FOR:" Tap the space bar two times and type the name of the individual to whom you are sending the memorandum. Directly below, in line with the first letter of the first name, type the individual's title (if any). Indent two spaces if a second line is needed for the title. If there is no title, then type the office in which the person works.

Drop down two lines and type the word "FROM:" flush with the left margin. Type the name of the sender so it starts in the same column as the name of the person to whom the memorandum is addressed. (Note: Use the space bar rather than the tab key to ensure column alignment.) If the memo is not being prepared on the sender's letterhead, the sender's title must be shown directly under the name. Indent two spaces for any carryover lines of the title.

Drop down two more lines and type the word "SUBJECT:" flush with the left margin. Start the title of the subject at the same point as the names in the two lines above. If the subject is more than one line in length, do **not** indent the subsequent line(s), begin each line directly below the first word in the subject line. Drop down **three** lines and begin the body of the memorandum.

Do not indent paragraphs.

Example:

```
MEMORANDUM FOR:  (Name)
                  Under Secretary of Commerce for
                  Oceans and Atmosphere

FROM:             (Name)

SUBJECT:          XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
                  XXXXXXXXXXXXX
```

The title of the person identified in the "FROM" line is not typed unless the sender's title is not printed on the letterhead.

5.3 Alternatives to the "Thru" Line. "Thru" lines are not used. If you wish to show concurrence by another individual within NWS, there are two alternatives.

a. Add the individual's name to the "FROM" block along with the name of the person signing the memorandum. The name of the person who is the higher official would be listed first. For example, if the Director of the Office of Climate, Water, and Weather Services wanted to send a memorandum to the Assistant Administrator for Weather Services, but wanted the concurrence on record of the Deputy Assistant Administrator for Weather Services, the memorandum should be addressed as follows:

MEMORANDUM FOR: John J. Kelly, Jr.
Assistant Administrator
for Weather Services

FROM: John E. Jones, Jr.
Deputy Assistant Administrator
for Weather Services

Gregory A. Mandt
Director, Office of Climate, Water,
and Weather Services

b. Or, you could add a concurrence line at the bottom of the memorandum, e.g.:

_____ John E. Jones, Jr. Deputy Assistant Administrator for Weather Services	_____ Date	_____ Concur	_____ Do not concur
---	---------------	-----------------	------------------------

5.4 Multiple Addressees. If the memorandum is going to two individuals and you want to include their titles, address as follows:

MEMORANDUM FOR: (Name)
Director, Office of Science & Technology

(Name)
Director, Office of Operational Systems

NWSM 1-801 April 21, 2003

When addressing memoranda to the NWS Office Directors and Regional Directors as a group, the memorandum should be addressed as follows:

MEMORANDUM FOR: Directors, NWS Headquarters Offices
Directors, NWS Regions

When addressing memoranda to all NWS elements, the memorandum should be addressed as follows:

MEMORANDUM FOR: Directors, NWS Headquarters Offices
Directors, NWS Regions
NWS Staff Offices

If your office is sending a memorandum to all NWS elements that will not be signed by the AA or DAA, add them to the cc list.

If you use *Directors, NWS Headquarters Offices*, the following offices would receive copies.

Chief Financial Officer/Chief Administrator Officer
Chief Information Officer
Office of Climate, Water, and Weather Services
Office of Science & Technology
Office of Hydrologic Development
Office of Operational Systems

If you use *Directors, NWS Regions*, the following offices would receive copies.

Eastern Region
Southern Region
Central Region
Western Region
Alaska Region
Pacific Region
National Centers for Environmental Prediction

NOTE: The Tropical Prediction Center/National Hurricane Center, Storm Prediction Center, Aviation Weather Center, Central Operations, Environmental Modeling Center, Hydrometeorological Prediction Center, Marine Prediction Center, and Climate Prediction Center fall under the National Centers for Environmental Prediction organizationally, which is a regional office.

If you use *NWS Staff Offices*, the following offices would receive copies.

Equal Employment Opportunity Office
International Activities Office
Strategic Planning and Policy Office
Communications Office

See the Appendixes for the standardized NWS distribution lists.

If you have more than two addressees who do not comprise a standardized group like those listed above, address the memo to "Distribution." Type "Distribution:" flush with the left margin, two lines below the last line of text. Drop down a line and begin a list of the individuals. The use of routing codes is appropriate on distribution lists for memoranda.

Example:

Distribution:
W/CFO - Ted David
W/CIO - Barry West
W/OPS - John McNulty
W/WR - Vickie Nadolski

Entries in distribution lists should be in the protocol order shown below in the Courtesy Copy Protocol Order section. If a memo contains both a distribution list and a courtesy copy notation, list distribution first. Start the cc notation two lines below the distribution list.

5.5 Signature. Signature on the memorandum is to the right of the typewritten name on the "FROM:" line.

5.6 Attachment. Type "Attachment" two lines below the last line of text in the memorandum. "Attachment" always precedes a distribution list or a courtesy copy notation. As noted, "Attachment" is used when writing memoranda, and "Enclosure" is used when writing letters.

5.7 Courtesy Copy Notation. If courtesy copy distribution is shown on the original to inform the addressees as to the other recipients, type the "cc:" notation flush with the left margin, two lines below the last typed line. Insert two spaces after the "cc:" notation, and type the recipient's name. If there is more than one recipient, list the second and succeeding names on separate lines, below the first recipient. The use of routing codes is appropriate on memorandum.

Example:

cc: W/SP - Edward Johnson
W/OS - Gregory Mandt

5.8 Blind Courtesy Copy Notation. If the writer wishes that copies of the memo be distributed without the list being shown on the original, the blind courtesy copy (bcc) notation is typed on the NWS file copy only. Use the same format used for the courtesy copy notation.

NOTE: Indicate only one bcc for each program office included in the bcc list; that office can then do its own internal distribution.

5.9 Courtesy Copy Protocol Order. Entries in cc, bcc, and distribution lists should be in protocol order as follows:

Outside DOC	W/OS
DOC	W/OST
NOAA	W/OHD
W	W/OPS
Wx1	W/ER
W/CFO	W/SR
W/CIO	W/CR
W/EEO	W/WR
W/IA	W/AR
W/SP	W/PR
W/COM	W/NP

5.10 Cover Memorandum. Correspondence drafted by NWS for DOC/NOAA signature requires a transmittal, or cover memorandum. The cover memorandum documents the approval of the correspondence being forwarded. The format for the cover memo is the same as that for the basic memo.

5.10.1 Text. The text of the cover memo should usually consist of one sentence: *I recommend you sign the attached (memorandum, letter, etc.).* Only rarely should more information be required. It is **not** necessary to restate the incoming correspondence or summarize the response, provided that all issues are answered and no additional background information is necessary. The signer will not sign without reading the correspondence.

Please state the NOAA/DOC control number in the "SUBJECT" line if one has been assigned.

5.11 Decision Memorandum. To recommend an action by or obtain approval from the AA or DAA for a certain activity, a decision memorandum is appropriate. This form of memo is also used when the AA or DAA seeks approval or action from the Under Secretary or Secretary.

The content should concisely present the facts, necessary background, and a recommendation. The recommendation should be expressed so it can be approved or disapproved.

See the sample Decision Memorandum at the end of this section for guidance on format and content. Also see Section 6 for guidance on preparing a decision memorandum to the Secretary.

5.12 Information Memorandum. To advise the AA or DAA, an information memorandum is appropriate. Examples of the use of this type of memo are power outages, computer problems, etc. This form of memo is also used to inform the Under Secretary or Secretary.

The content should concisely present the facts.

See the sample Information Memorandum at the end of this section for guidance on format and content of this type of memo. Also see Section 6 for guidance on preparing an information memorandum to the Secretary.

NOTE: When preparing either a Decision Memorandum or Information Memorandum, particularly for the Under Secretary or Secretary, provide relevant supporting legal documentation. If the justification for a recommended decision, or the information being conveyed, is based upon an OMB circular or regulatory or statutory language, include that source. It is not necessary to include the full regulation or statute or circular; in most cases, this supporting language should be no more than a few paragraphs.

Sample: Basic Memorandum Format

(to be dated when signed)

MEMORANDUM FOR: Name
(All memos to, or for the signature of, officials
in NOAA must use the title; do not use routing
codes. Indent any carryover lines by two spaces.)

FROM: Name

SUBJECT: A brief statement of what the memo is about, usually
no more than 10 words; do not indent carryover lines

[Courier New; 11-point; no indent; start memo 8 lines down, see above
exception.] The text starts triple spaced (two blank lines) below the
SUBJECT line. Text is always single spaced, with double line spaces
between paragraphs.

xx
xx
xx
xx

Attachments

cc: Johnny Boone

Show on NWS file copy only:

bcc: W/OS - Gregory Mandt
W/OPS - John McNulty

Sample: Cover Memorandum Format

(to be dated when signed)

MEMORANDUM FOR: Name
Vice Admiral, U.S. Navy (Ret.)
Under Secretary of Commerce for
Oceans and Atmosphere

FROM: Name

SUBJECT: Response to Senator Jones; Control No. 37649

I recommend you sign the attached letter. [Courier New; 11-point; no
indent; start memo 8 lines down from the top of the page]

Attachment

Sample: Decision Memorandum

(to be dated when signed)

DECISION MEMORANDUM FOR THE (Title)

FROM: Name

SUBJECT: xxxxxxxxxxxxxxxx
[Courier New; 11-point; no indent; start memo 8 lines down
from the top of the page]

I. ACTION-FORCING EVENT: (The nature of the event requiring or suggesting action - and the degree of flexibility associated with it.)

II. ANALYSIS: (e.g., outline history, current status)

III. RECOMMENDATION:

IV. DECISION:

_____Approve_____Approve as amended_____Reject _____No action

NOTES:

(1) Where necessary, tabs may be attached to Decision Memoranda. However, as in the case of other written materials, brevity is important. Seldom should a Decision Memorandum be longer than one or two pages, and tabs, whenever possible, should be limited to five or less.

(2) When preparing a Decision Memorandum, particularly for the Under Secretary or Secretary, provide relevant supporting legal documentation. If the justification for a recommended decision is based upon an OMB circular or regulatory or statutory language, include that source. It is not necessary to include the full regulation or statute or circular; in most cases, this supporting language should be no more than a few paragraphs.

Sample: Information Memorandum

(to be dated when signed)

INFORMATION MEMORANDUM FOR THE (Title)

FROM: Name

SUBJECT: xxxxxxxxxxxx
[Courier New; 11-point; no indent; start memo
8 lines down from the top of the page]

- I. SUMMARY
(Three sentences or less)
- II. DISCUSSION
(Please be concise)

NOTES:

- (1) Information Memoranda should **not** raise issues for decision.
- (2) When preparing an Information Memorandum, particularly for the Under Secretary or Secretary, provide relevant legal documentation. If the information being conveyed is based upon an OMB circular or regulatory or statutory language, include that source. It is not necessary to include the full regulation or statute or circular; in most cases, this supporting language should be no more than a few paragraphs.

6. Correspondence Prepared for the Secretary. All documents prepared for submission to the Secretary are presented through and by signature of the Under Secretary of Commerce for Oceans and Atmosphere. There are special formats for specific documents prepared for the Secretary, as set forth below.

6.1 Cover Memorandum for the Secretary. A cover memo from the Under Secretary to the Secretary is submitted whenever the Secretary's signature is required (e.g., a DOC/NOAA controlled letter to be signed at the Secretary level). See Section 5 for guidance on general format of the cover memo.

6.2 Letter Response for the Secretary. Letters prepared for the Secretary's signature contain specific language regarding the contact for additional information, and may use a complimentary close different from that for the Assistant Administrator and the Under Secretary. See sample for guidance.

6.3 Information Memorandum for the Secretary. This memo is used to transmit information the Secretary has a real need to know. Examples would be reports of severe storm damage, computer problems, etc.

6.4 Decision Memorandum for the Secretary. If the Assistant Administrator wishes to obtain approval from or recommend an action by the Secretary for a certain activity, a decision memorandum is required. See requirements for cover memo (6.1).

6.5 Request for NOAA Leadership Participation in an Event/Meeting. This document is used whenever a request is made for NOAA Leadership to attend/participate in a non-NOAA event.

6.6 Briefing Summary for Meeting with the Secretary. This document is used whenever a meeting with the Secretary has been scheduled and a briefing is necessary. It must be submitted to the Under Secretary for signature prior to the meeting. The Under Secretary will then sign the briefing and submit it to the Secretary.

6.7 Thank You Letter Following the Secretary's Travel. The office that plans or prepares the briefing material for a given trip event is responsible for preparing a thank you letter related to the event. The thank you letter should be prepared immediately after the Secretary's return from foreign or domestic travel, and must be received by the Office of the Secretary within three work days after the return from travel. See the sample Letter Response for guidance on preparing a letter for the Secretary's signature.

6.8 Meeting Request with Deputy Secretary. This document is used when scheduling a meeting with the Deputy Secretary Bodman.

6.9 Meeting Request with NOAA Administrator. This document is used when requesting a meeting with Vice Admiral Lautenbacher.

Samples of the various memos and other documents prepared for the Secretary follow.

Sample: Cover Memorandum for the Secretary

(to be dated when signed)

MEMORANDUM FOR THE SECRETARY

FROM: Name

SUBJECT: State the actual subject, not "Response to James Brown."
Keep the subject line as brief as possible.

[Courier New; 11-point; no indent; start 8 lines down from the top of the page] Start the text with "Forwarded for your approval and signature is a letter to (name) regarding (subject matter)..." Follow this with a few lines describing the contents of the letter.

Attachment

Recommendation

That you sign the attached letter.

Clearances: See attached NOAA clearance sheet.

Executive Secretariat Clearance:

Fred L. Schwien
(This name will change
frequently)

Date

Sample: Information Memorandum for the Secretary

(to be dated when signed)

INFORMATION MEMORANDUM FOR THE SECRETARY

FROM: Name

SUBJECT: [Courier New; 11-point; no indent; start 8 lines down]

I. SUMMARY
(Three sentences or less)

II. DISCUSSION
(Please be concise)

NOTES:

(1) Information Memoranda should **not** raise issues for decision.

(2) When preparing an Information Memorandum, particularly for the Under Secretary or Secretary, provide relevant supporting legal documentation. If the information being conveyed is based upon an OMB circular or regulatory or statutory language, include that source. It is not necessary to include the full regulation or statute or circular; in most cases, this supporting language should be no more than a few paragraphs.

Sample: Decision Memorandum for the Secretary

(to be dated when signed)

DECISION MEMORANDUM FOR THE SECRETARY

FROM: Name

SUBJECT: [Courier New; 11-point; no indent; start 8 lines down from
the top of the page]

- I. ACTION-FORCING EVENT: (The nature of the event requiring or suggesting action - and the degree of flexibility associated with it.)
- II. ANALYSIS: (Outline history, current status, possible options and impacts - financial or other public policy considerations.)
- III. RECOMMENDATIONS: (Indicate single recommendation or list options.)
- IV. DECISION:

_____Approve_____Approve as amended_____Reject _____No action

(If options are contained in recommendation, indicate options(s) referred to above by placing the appropriate number(s) in the space above.)

NOTES:

(1) Where necessary, tabs may be attached to Decision Memoranda. However, as in the case of other written materials directed to the Secretary, brevity is important. Seldom should a Decision Memorandum be longer than one or two pages, and tabs, whenever possible, should be limited to five or less.

(2) When preparing a Decision Memorandum, particularly for the Under Secretary or Secretary, provide relevant supporting legal documentation. If the justification for a recommended decision is based upon an OMB circular or regulatory or statutory language, include that source. It is not necessary to include the full regulation or statute or circular; in most cases, this supporting language should be no more than a few paragraphs.

Sample: Request for NOAA Leadership Participation in an Event/Meeting

Note: This document is used when seeking participation of NOAA leadership in non-NOAA events. It is prepared in Arial, 12pt.

NOAA SCHEDULING REQUEST

When completed forward to the Office of the Under Secretary, Scott Rayder, Chief of Staff

CCs To: Legislative Affairs, Public Affairs, International Affairs (when appropriate), Program Coordination Office, Decision Coordination Office

EVENT NAME:

EVENT DATE/TIME:

EVENT CITY/STATE:

ORIGINATING OFFICE:

☐ NOS ☐ NMFS ☐ NESDIS ☐ NWS
☐ OAR ☐ NFA ☐ NMAO ☐ OTHER

CONTACTS/LEADS:

PROGRAM COORDINATION OFFICE: _____

LINE/STAFF OFFICE : _____

PUBLIC AFFAIRS: _____

LEGISLATIVE AFFAIRS OFFICE: _____

LINE/STAFF OFFICE CLEARANCE:

AA, DAA, SO DIRECTOR'S SIGNATURE: _____

DATE OF THIS REQUEST: / /

RECOMMENDATION FOR REPRESENTATION:

___ VADM Conrad Lautenbacher	___ Dr. James Mahoney
___ Scott Gudes	___ Timothy Keeney (DAS Oceans)
___ Dr. Bill Brennan (DAS International)	___ Jim Walpole (General Counsel)
___ Refer to DOC	___ Request denied, return to originator

EVENT DESCRIPTION (2 sentences or less):

CONGRESSIONAL REPRESENTATION (if so, then explain):

HISTORY:

Y or N	Is this the first event of its kind?
Y or N	An annual event?
Y or N	Have we participated before?

AUDIENCE:

MESSAGES for Speaker to Convey:

- 1)
- 2)
- 3)

EVENT SCENARIO (insert overview or agenda of what will happen and when):

ROLE of NOAA PARTICIPANT:

☐ Speaker ☐ Attendee ☐ Other (explain)

FORMAT:

☐ Casual ☐ Formal ☐ Round Table ☐ Speech at Podium ☐ Indoors ☐ Outdoors

DRESS: Check one

☐ Business Attire ☐ Black Tie ☐ Field casual (NOAA polo & khakis)

REMARKS DUE BY: / /

ANY ADDITIONAL INFORMATION, ISSUES REGARDING THE EVENT:

Note: Action offices will no longer need to prepare a transmittal memorandum to the Under Secretary, simply attach the event invitation to the request form and submit for AA signature.

Sample: Briefing Summary for Meeting/Event with the Secretary

NOTE: This is one of the few documents prepared for DOC/NOAA that uses different spacing, a different font, and uses boldface for emphasis. It is prepared in 12 point, Times New Roman, single spaced. Also, please note the “Sensitive” notation which applies to the finished document.

MEETING/INTERVIEW WITH, OR NAME OF EVENT

DATE:

TIME:

LOCATION:

FROM: (Indicates the most senior agency/office official that has reviewed and approved document.)

Prepared by: (Identifies **name and telephone** of a knowledgeable individual that the Secretary or senior staff may contact for further information about the event, not necessarily the drafter.)

I. OBJECTIVE/DESIRED OUTCOME OF MEETING

(First and foremost—state up front, very clearly, the most important goal the Secretary should accomplish at this meeting. Identify additional goals the Secretary should accomplish and, if relevant, which individuals the Secretary should be certain to speak with or recognize. Also state competing goals of other meeting/event attendees.)

II. BACKGROUND

(Provides all essential information the Secretary needs for his participation; any additional background should be attached separately, e.g., speeches and bios. Should be no more than 3 bullets.)

III. PARTICIPANTS

(Identifies individual's relevant affiliation(s) and should separate government from non-government participants. Always include the Secretary, referred to as “**YOU**” and include titles.)

IV. PRESS PLAN (Eliminate this section if not required)

(Indicates if event is open or closed to press and, if open, identifies expected press participants and whether there will be a question/answer session with the press.

V. LIST OF ATTACHMENTS

(Provide CLEAN COPIES of attachments, color if possible. Also, do not submit faxed attachments)

- (1) Talking Points (Source: ...)
- (2) Sequence of Events (Source: ...)
- (3) Additional Background (Source: ...)
- (4) Biographies (Source: ...)

Prepared By: Name/Organization/Telephone Number (This person is the employee that wrote the paper, i.e., the subject matter expert.)

SENSITIVE & PRIVILEGED: DO NOT COPY WITHOUT PERMISSION

Sample: Meeting Request with Deputy Secretary Bodman

SCHEDULE PROPOSAL

TODAY'S DATE:

TO: Pat Thorne
Executive Assistant to the Deputy Secretary

FROM:

ACTIVITY:

PURPOSE:

BACKGROUND:

PREVIOUS PARTICIPATION:

DATE & TIME:

DURATION: 15 min ____ 30 min ____ Other (specify) ____

BRIEFING TIME:

LOCATION:

PARTICIPANTS:

OUTLINE OF EVENT:

REMARKS REQUIRED:

MEDIA COVERAGE:

RECOMMENDED BY:

____ Accept

____ Regret

____ Pending

Sample: Meeting Request with NOAA Administrator

Date of Request: _____

Requester: _____ Requester's Phone # _____

Requester's Email Address: _____ Location of Meeting _____

Meeting Date/Time Preference #1 _____

Meeting Date/Time Preference #2 _____

Duration of the Meeting: _____

Nature of the Meeting: _____

Participants: _____

Expectations from Meeting: _____

Background Material: _____

Equipment Needed: _____

Your Meeting With Admiral Lautenbacher has been scheduled for: _____

Please Send Your Request Form to Pat Simms, HCHB, Room #5128, or Fax to (202) 408-9674

7. Assembly of the Correspondence Package. In addition to following procedures for the preparation of the correspondence, the action office must properly assemble—or package—the folder.

Congressional correspondence is placed in yellow folders, all other correspondence is packaged in manila folders.

7.1 Outside of Folder

(from top to bottom)

- VI. NWS Coordination Cover Sheet
- VII. NWS Action Control Sheet

7.2 Inside, Left Side of Folder

(from top to bottom)

- Background Summary (see Appendixes for tips on creating a Summary)
- Incoming
- Background Material
- Floppy Disk

Note: Include an addressed envelope with Congressional correspondence folders only.

All signature folders must include a floppy disk containing **only** the final versions of the correspondence, any attachments, and the background summary being submitted. Each document must be saved as a separate file. The file name must clearly identify the file. The disk must have a label affixed to it, identifying the owner of the disk. Secure the floppy disk with a binder clip to the inside bottom edge of the folder.

Staple all material flush with the top of the folder. If bulky, use two binder clips to secure to the top of folder.

If the background material contains more than two separate documents, refer to them individually in the Background Summary and tab them (e.g., A, B, C, etc.) using blank pages as spacers. The reader should be able to lift up a tab and view the first page of each separate document.

7.3 Inside, Right Side of Folder

(from top to bottom)

- If the AA returns correspondence to the action office for revision, return the marked-up copy with the revision. Paper clip it on top of the correspondence for signature.
- Correspondence for signature (first page only under plastic "Executive Correspondence" document protector; a signature tab at each place requiring a signature).
- Attachments/enclosures.

The above items should be paper clipped, or binder clipped if bulky, flush with the top of the folder, under the attachments/enclosures.

- Fax and e-mail coordination messages (e.g., GCW, LAW, Regions).

Staple the coordination documentation flush with the bottom of the folder. If it is bulky, include it with the outgoing response under two binder clips. Identify the coordinators by either using tabs or by writing the coordinator's routing code at the lower right-hand corner of the first page of the e-mail or fax.

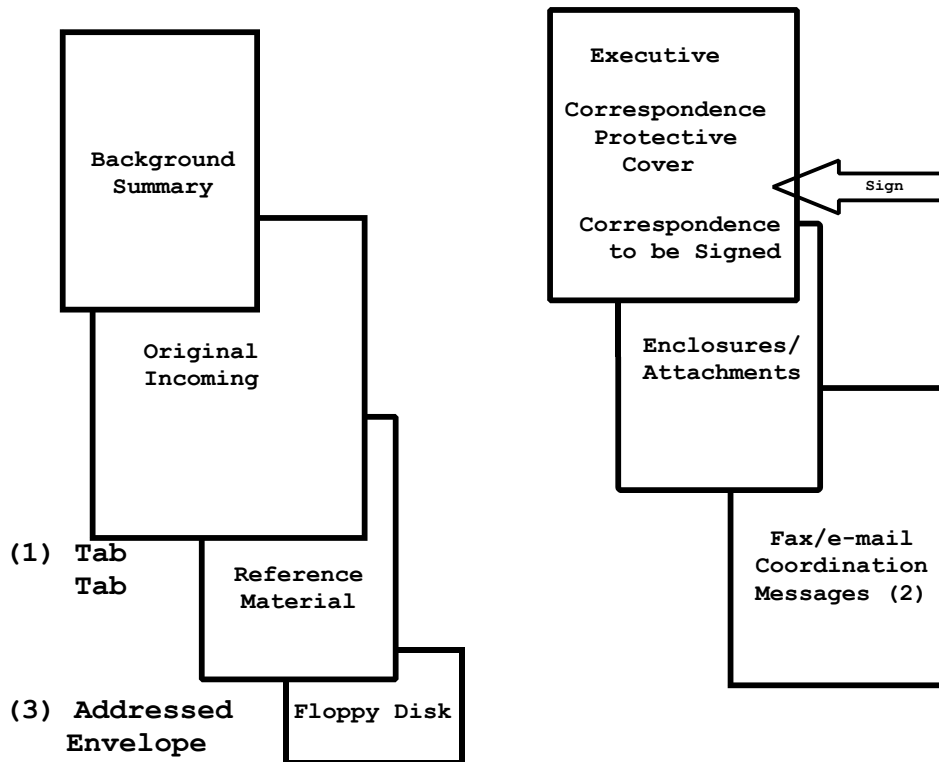
NOTE: Only the most recent version of the letter/memo should be included in the folder. No file copy or prior revisions prepared in the action office should be included. However, comments made on file copies by the Office Director or coordinators (e.g., Regions, GCW, LAW) should be included. The author of all comments should be identified on the file copy.

See the following graphic for additional guidance on packaging the signature folder.

ASSEMBLY OF SIGNATURE FOLDER

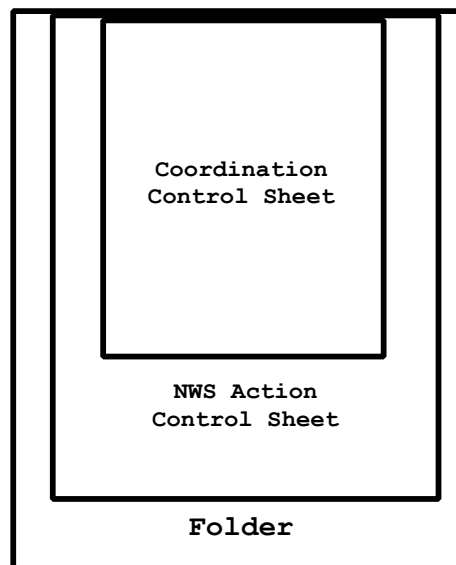
Left Side of Inside Folder

Right Side of Inside Folder



NOTES: (1) tabs for background material are placed on blank sheets of paper used as spacers; (2) The fax and e-mail coordination messages are stapled flush with the bottom of the folder. If congressional, include addressed envelope.

Front of Folder



Folder colors: Congressional (yellow);
All others (manila)

8. Models of Address and Salutations. The following examples reflect the appropriate model of address for a specific category. Place "The" before the title "Honorable." Do not place "U.S." before House of Representatives.

The President of the United States, the Vice President of the United States, the President of the Senate and the Speaker of the House are always addressed formally.

A. The President

The President
The White House
Washington, D.C. 20500

Dear Mr. President: (or) Dear Madam President:

Respectfully,

B. The Vice President

The Vice President
The White House
Washington, D.C. 20500

Dear Mr. Vice President: (or) Dear Madam Vice President:

C. President of the Senate

The Honorable (Name)
President of the Senate
Washington, D.C. 20510

Dear Mr. President: (or) Dear Madam President:

D. Speaker of the House

The Honorable (Name)
Speaker of the House of Representatives
Washington, D.C. 20515

Dear Mr. Speaker: (or) Dear Madam Speaker:

E. United States Senator

The Honorable (Name)
United States Senate
Washington, D.C. 20510

Dear Senator (Name):

F. Committee Chairman (Senate)

The Honorable (Name)
Chairman/Chairwoman, Committee on Commerce,
Science and Transportation
United States Senate
Washington, D.C. 20510

Dear Mr. Chairman: (or) Dear Madam Chair:

G. Subcommittee Chairman (Senate)

The Honorable (Name)
Chairman/Chairwoman, Subcommittee on Science,
Technology, and Space
Committee on Commerce, Science
and Transportation
United States Senate
Washington, D.C. 20510

Dear Mr. Chairman: (or) Dear Madam Chair:

H. U.S. Representative (House)

The Honorable (Name)
House of Representatives
Washington, D.C. 20515

Dear Representative (Name):

I. Committee Chairman (House)

The Honorable (Name)
Chairman/Chairwoman, Committee on Appropriations
House of Representatives
Washington, D.C. 20515

Dear Mr. Chairman: (or) Dear Madam Chair:

J. Subcommittee Chairman (House)

The Honorable (Name)
Chairman/Chairwoman, Subcommittee on Commerce,
Justice, State, the Judiciary,
and Related Agencies
Committee on Appropriations
House of Representatives
Washington, D.C. 20515

Dear Mr. Chairman: (or) Dear Madam Chair:

K. Member of the House of Representatives (Response to District Office)

The Honorable (Name)
Representative in Congress
(District office address as it appears on letterhead)

Dear Representative (Name):

L. Member of the Senate (Response to District Office)

The Honorable (Name)
United States Senator
(District office address as it appears on letterhead)

Dear Senator (Name):

M. Cabinet Member

The Honorable (Name)
Secretary of (Name)
Washington, D.C. (Zip)

Dear Mr. Secretary: (or) Dear Madam Secretary:

N. Governor

The Honorable (Name)
Governor of (State)
(City, State, Zip)

Dear Governor (Name):

O. Lieutenant Governor

The Honorable (Name)
Lieutenant Governor of (State)
(City, State Zip)

Dear Mr. (Name): (or) Dear Ms. (Name):

P. Mayor

The Honorable (Name)
Mayor of (City)
(City, State Zip)

Dear Mayor (Name):

Q. Ambassador (American Ambassador in Foreign Country)

The Honorable (Name)
American Ambassador
(City, Country)

Dear Mr. Ambassador: (or) Dear Madam Ambassador:

R. Ambassador (Foreign Ambassador in the United States)

His/Her Excellency (Name)
Ambassador of (Name of Country)
Washington, D.C. (Zip)

Dear Mr. Ambassador: (or) Dear Madam Ambassador:

S. Minister (Foreign Minister)

His/Her Excellency (Name)
Minister of (Department)
Country

Dear Mr. Minister: (or) Dear Madam Minister:

The Uniformed services are: U.S. Army (USA), U.S. Air Force (USAF), U.S. Coast Guard (USCG), U.S. Marine Corps (USMC), U.S. Navy (USN), U.S. Public Health Service (USPHS), and the NOAA Corps.

Examples of Use of Commissioned Rank in Address and Salutation

In Address Block

Salutation

Admiral John Doe, USN	Dear Admiral Doe:
Vice Admiral John Doe, USN (Ret.)	Dear Admiral Doe:
Rear Admiral John Doe, USCG (Ret.)	Dear Admiral Doe:
Rear Admiral Mary Doe, NOAA	Dear Admiral Doe:
Captain John Doe, Jr., USPHS	Dear Captain Doe:
Commander John Doe II, USCG	Dear Commander Doe:
Lieutenant Commander John Doe, USN	Dear Commander Doe:
Lieutenant John Doe, USN	Dear Lieutenant Doe:
Lieutenant (jg) John Doe, NOAA	Dear Lieutenant Doe:
Ensign John Doe, NOAA	Dear Ensign Doe:
Major General John Doe, USAF	Dear General Doe:
Brigadier General John Doe, USAF	Dear General Doe:

Some salutations drop part of the rank. Vice Admiral and Rear Admiral become Admiral; Lieutenant Commander becomes Commander, and Lieutenant (jg) becomes Lieutenant. Other uniformed services drop part of the rank also.

9. Effective Written Communication. This section provides some editorial rules to follow when preparing NWS/NOAA/DOC correspondence. The purpose of editorial rules is to assure consistency. Inconsistencies detract from the quality of a document.

This is not an exhaustive list of grammatical and style rules. See the Appendixes for a list of resources all writers and support staff should have at hand.

EACH LINE/STAFF/OFFICE WILL SPELL-CHECK AND PROOFREAD ALL DOCUMENTS BEFORE SUBMITTING THEM TO EXECUTIVE AFFAIRS.

9.1 Abbreviations. When used as a noun, United States should be spelled out; when used as an adjective, it should be abbreviated.

While touring the United States, he visited Washington, D.C., and sat in on a session of the U.S. Supreme Court.

9.2 Acronyms. Type the entire phrase the first time it appears, followed by the acronym in parentheses; then use only the acronym in the text following. Do not put the acronym in parentheses after the spelled out phrase if the acronym is not used again.

Example:

The National Environmental Satellite, Data, and Information Service (NESDIS) is a Line Office within the National Oceanic and Atmospheric Administration; NESDIS operates the National Climatic Data Center. (The "National Oceanic and Atmospheric Administration" and the "National Climatic Data Center" will not be used again in this report; therefore, no acronyms are used.)

9.2.1 Plurals of Acronyms: An apostrophe is not used to indicate the plural of an acronym.

Examples: There are 122 WFOs.
The MICs agreed on the plan.
Have the FMCs submitted documents?

9.2.2 Possessives of Acronyms: An apostrophe is used to indicate the possessive form of an acronym.

Examples: WFO's staffing MIC's duties FMC's budget ceilings

NOTE: Do not include the *s* or *'s* in the parentheses with the acronym when using an entire phrase as a plural or possessive.

Example: The National Weather Service's (NWS) policy is ... The NWS established this policy ... Meteorologists in Charge (MIC) follow this policy ...

9.2.3 Acronym Choices: Listed below are words or phrases where a choice of acronyms is permitted. The rule is consistency, i.e., the acronym used for that word or phrase must be consistent throughout the document.

Examples:

electronics technician	use el tech or ET
Silver Spring Metro Center	use SSMC2 or SSMCII
Building 2	

9.3 Capitalization.

Capitalize "Federal," only when using it in a name or as an adjective synonymous with the United States.

Capitalize "Government," and "Federal Government" when referring specifically to the U.S. Government.

Do not capitalize the word "Nation" unless it is part of a formal name. Do not capitalize national, unless it is used as a proper noun.

Capitalize "State" when it refers to a State as a unit of government.

Capitalize words relating to the U.S. Congress.

House of Representatives	the House
U.S. Senate	the Senate
Members of Congress	the 95th Congress
the Committee (specific committee)	

Congressional is not capitalized (per GPO Style Manual).

Capitalize Headquarters when referring to NWS Headquarters of Eastern Region Headquarters; however, use lower case when using the term generically, such as regional headquarters.

Capitalize compass points when they refer to a geographical region or a street name, but they are lowercase when they refer to simple direction.

Examples (region or name):

out West up North Long Island's North Shore the East

Examples (simple direction):

west of the Rockies the west coast of Florida southern California

Use initial caps when used with a name (as a title), “Meteorologist in Charge John Smith”; but use lower case when using the term generically, such as, “The meteorologist in charge will administer NWS policies. The same rule applies for OIC and HIC.

Capitalize the abbreviations for fiscal year, but not the term itself.

Correct: fiscal year, FY 02, fiscal year 2002 and FY 2002

Incorrect: Fiscal Year, FY '02, Fiscal Year 2002, Fiscal 02
(Note: Do not use apostrophe for year designation)

The same rules apply to CY 02, calendar year 2002 and CY 2002.

9.4 Comma Use commas to:

- a. separate city from state, including comma after the name of the state.
- b. set off the year when both month and day precede it.

Example:

He moved to Tulsa, Oklahoma, on May 1, 1994, and lived there for two years.

- c. separate a person's name and title.

Example:

NOAA will be represented at the meeting by Thomas Jefferson, Assistant Secretary for Oceans and Atmosphere, and by George Washington, Deputy Under Secretary for Oceans and Atmosphere.

- d. separate words, phrases, or clauses in a series with a coordinating conjunction before the last member of the series. Per the GPO Style Manual, include a comma before the conjunction.

Example:

Funds are available to revise the programming study, but the cost, schedule, and space allocation must be reviewed.

Do not use a comma to separate the month from the year when the day is not given.

Example:

The reorganization was implemented in October 2000.

9.5 Compound Words. Be careful with compound words. Make sure you're hyphenating only when appropriate, and double-check to determine if you should use one word or two. It's helpful to figure out which part of speech you need before you decide which word(s) to use.

Examples:

Back-up: compound adjective

I asked for a **back-up** disk.

Backup: compound noun

My **backup** edits correspondence when I am on leave.

Back up: verb phrase

When working on a large document, it's best to **back up** the file often.

Off site: prepositional phrase

The conference will be held **off site**.

Off-site: adjective

The conference will be held at an **off-site** location.

9.6 Dash. An em dash—or a pair of dashes—is used to segregate material completely:

- To mark a sudden break or abrupt change in thought
- To indicate an interruption or an unfinished word or sentence
- To clarify a meaning (instead of using commas or parentheses)

Omit the spaces before and after the dashes.

Example:

These are shore deposits—gravel, sand, and clay—but marine sediments underlie them.

9.7 Hyphen. Use a hyphen between elements of a compound modifier when placed in front of the noun. There is no hyphen if the modifier is after the noun.

Example:

a Government-wide distribution
but
the distribution was Government wide

Do not hyphenate the last word in a paragraph, the last word on a page, or the last word on two consecutive lines.

Do not hyphenate proper nouns or company titles.

9.8 Quotations, Commas, and Periods. The comma and the period are placed inside the quotation marks; the semicolon and the colon fall outside the quotation marks. The question mark and the exclamation point fall within the quotation marks when they refer to the quoted matter only; they fall outside when they refer to the whole sentence.

9.9 Gender-Free Terminology for All NOAA Documents. Since the English language lacks a generic singular pronoun, “he” and the possessive “his” have customarily been used in expressions such as “Each student should bring his permission slip.” It is possible—and desirable—to minimize, if not altogether eliminate, this usage. For example:

- a. Use the singular but non-possessive form: “Each student should bring a permission slip.”
- b. Recast in the plural: “All students should bring their permission slips.”
- c. Replace masculine pronouns with employee, person, applicant, etc. (and possessive form when appropriate): “Instruct each student to bring the student trip permission slip.”

Use occupational and functional designations that are gender-free whenever possible. For example, use:

artificial	NOT	man made
business executive	NOT	businessman, businesswoman
chair, presiding officer,		
leader, moderator	NOT	chairman, chairwoman
council member, councilor	NOT	councilman, councilwoman

four-member commission	NOT	four-man commission
hours worked, work-hours, staff hours	NOT	man-hours
humanity	NOT	mankind
Member of Congress	NOT	Congressman, Congresswoman
personnel, worker, work force	NOT	manpower
police officer	NOT	policeman, policewoman
reporter	NOT	newsman

9.10 "THAT". There are times when the conjunction "that" is necessary and appropriate; but, most of the time clarity can be achieved without it. Re-read your sentences without the "that." If the meaning is still clear, you don't need "that."

Example:

The meteorologist predicted that we'd have four inches of snow.

The meteorologist predicted we'd have four inches of snow.

9.11 "THAT" versus "WHICH". "That" defines and restricts; "which" is explanatory and nonrestrictive...

The faucet that drips is in the basement.

The faucet, which drips badly, also needs attention.

The lawn mower that is in the garage... (Tells which one.)

The lawn mower, which is broken, is in the garage.

(Adds a fact about the only mower in question.)

9.12 Word Division. Words are divided only between syllables. Please consult the dictionary.

Do not separate a title from a person's name.

Incorrect

For the position of Director, I am nominating Mr.
Shackleford.

Correct

For the position of Director, I am nominating
Mr. Shackleford.

In proper names, avoid separating the first name from the last name. If it cannot be avoided, separate it after the middle initial.

In listing a date, never divide the month from the day.

Incorrect

We will be pleased to meet with the group on June
13, 1994.

Correct

We will be pleased to meet with the group on
June 13, 1994.

10. General Guidance - Preferred Style.

- In the address of the letter, spell out the name of the state. When writing Washington, D.C., be sure to include the periods.
- The first sentence should be "Thank you for your letter [include date if appropriate] regarding (not concerning)..." followed by a brief description of the subject of the incoming letter.
- Refer to the date of the incoming letter in responses prepared for signature by the AA or DAA. However, do not refer to the date of the incoming letter in responses prepared for signature at the NOAA or DOC levels.
- If the signer of the letter is not the addressee of the incoming, acknowledge the addressee in the response. For example, a letter addressed to the Secretary of Commerce with a response being signed by the Under Secretary should say, "Thank you for your letter to Secretary (Name) regarding...."
- Keep letters and memoranda to one page whenever possible. If necessary, use an attachment or an enclosure to relay information. If the letter must be more than one page, beginning with page 2, type the number centered on the top line of the page. Type only the number—do not use dashes or parentheses. Begin the body of correspondence four lines down from page number.
- Do not apologize. Do not use "I regret....," or "I am sorry...."
- Avoid "I want to assure you...." and "Please be assured...."
- Do not repeat the incoming correspondence in the response.

- Do not refer to the writer by name in the body of the letter.
- Do not state too many "thank you's" in the letter. For example, after stating in the opening sentence, "Thank you for your letter regarding...", do not say "Thank you for your interest" in the last paragraph. Although it is appropriate to let the writer know that we appreciate his interest by stating: "Your interest in the National Weather Service is appreciated."
- The first and last paragraphs may be one sentence. All other paragraphs in the body of the letter must be more than one sentence.
- Use plain English—avoid cumbersome, overstated, and redundant words and phrases. Make your point early in the letter or memorandum.
- Use the precise word or phrase.

datum (singular) - data (is established both as a singular and as a plural noun)

criterion (singular) - criteria (plural)

subsequent means after, not before

different from, not different than

insure means to guarantee against financial loss

ensure means to make sure or certain (although insure and ensure share the same meaning, this usage is preferred.)

affect means to influence; to act upon; to alter; to assume; to adopt

effect means to cause to come into being; to accomplish

- When using "headings" in a report or letter, do not type the heading at the bottom of the page with the text on the following page. Instead, go to the next page and type the heading followed by the text.
- When referring to a NWS forecast office, use "Lake Charles Office" rather than "WFO Lake Charles."

APPENDIX A: Background Summary Tips

A background summary informs the reviewers and signer why we are preparing the correspondence and provides your analysis resulting in the response. Use the following guidelines:

- Organize the paper as if you were making an oral presentation to the signer.

- Use short sentences and/or bullet statements. At a minimum, include:
 - Introduction - State the core issues/questions of the correspondence/paper
 - Relevant Background Information - Refresh signer's recollection and, if applicable, include:
 - Summary of background; refer to additional information by tabbed sections
 - Copies of relevant documents/information*
 - Copies of applicable previous correspondence*
 - Pertinent legal, regulatory, or public relations matters*
 - Mission, program, and/or service implications
 - Options considered, if any, plus pros and cons
 - Recommended course of action/response chosen
 - Does the summary and correspondence/action:
 - Assess what the signer knows about this situation/issue/question?
 - Provide information the signer needs to know to approve what you prepared?
 - State information in short form and in plain English?

* Highlight pertinent sections to support your references/positions

APPENDIX B: Correspondence Preparation Checklist

CORRESPONDENCE FORMAT

- ☐ Have you used the correct stationery?
- ☐ Have you used the proper font and point size?
(Courier New font, 11-point)
- ☐ Is correspondence properly placed on page?
(centered on the page for a letter; started 8 line down from the top of the page for memo)
- ☐ Have you spell-checked and proofread the correspondence?

PACKAGING

Front of folder:

- ☐ Fully completed Coordination Cover Sheet attached?
- ☐ All clearances obtained?
- ☐ Action Control Sheet attached?

Inside left of folder:

- ☐ Background summary attached?
- ☐ Incoming placed under background summary?
- ☐ Background material attached and tabbed?
(Tab A, B, etc., each on blank sheet)
- ☐ Floppy disk attached?

Inside right of folder:

- ☐ Original letter/memo under document protector and clipped to folder?
- ☐ A "Sign Here" tab placed where signature requested?
- ☐ Enclosure/attachment clipped under original response?
- ☐ Clearances (e-mails/faxes) identified and stapled to folder?

APPENDIX C: Grammar Usage and Style Resources

This Manual is just one of several resources anyone who prepares or reviews NWS correspondence should have at hand. The manuals and other resources listed below are strongly recommended.

- The *U.S. Government Printing Office Style Manual*. There is an updated, online version published in 2000.
<http://www.access.gpo.gov/styleman/2000/browse-sm-00.html>
- *The Gregg Reference Manual (9th Ed.)* is one of the best references for anyone who writes, edits, or prepares documents. *Gregg* covers all the basics of grammar, style, and usage. It's a must-have for all of us.
- A recommended dictionary is *Merriam-Webster's Collegiate Dictionary (10th Ed.)*. As a companion book, *The Original Roget's International Thesaurus (5th Ed.)* is suggested.
- If you prepare or review correspondence containing many geographical references, *Webster's New Geographical Dictionary* will be valuable.
- An outstanding tool for writers is *The Tongue and Quill*, published by the Air Force. This reader-friendly, comprehensive guide to communication has the answers to most of your questions on writing, editing, and formatting.

<http://afpubs.hq.af.mil/pubs/publist.asp?puborg=AF&series=33>

(Click on publication AFH33-337. This is a very large document, and you will need Adobe Reader to view it.)

APPENDIX D: Standardized Distribution Lists

The standardized distribution lists have been developed so that no one will be omitted when distributing copies.

NWS EXECUTIVE COMMITTEE

W - Jack Kelly
Wx1 - John Jones
W/OS - Greg Mandt
W/OST - Jack Hayes
W/ER - Dean Gulezian
W/CFO - Ted David
W/CIO - Barry West
W/CR - Dennis McCarthy

CORPORATE BOARD

W - Jack Kelly
Wx1 - John Jones
W/CFO - Ted David
W/CIO - Barry West
W/SP - Ed Johnson
W/OS - Greg Mandt
W/OHD - Gary Carter
W/OST - Jack Hayes
W/OPS - John McNulty
W/ER - Dean Gulezian
W/SR - Bill Proenza
W/CR - Dennis McCarthy
W/WR - Vickie Nadolski
W/AR - Rich Przywarty
W/PR - Jeff LaDouce
W/NP - Louis Uccellini

OFFICE DIRECTORS

W/CFO - Ted David
W/CIO - Barry West
W/OS - Greg Mandt
W/OST - Jack Hayes
W/OHD - Gary Carter
W/OPS - John McNulty

REGIONAL DIRECTORS

W/ER - Dean Gulezian
W/SR - Bill Proenza
W/CR - Dennis McCarthy

W/WR - Vickie Nadolski

W/AR - Rich Przywarty

W/PR - Jeff LaDouce

W/NP - Louis Uccellini

AA STAFF OFFICES

W/EEO - Rufus Caruthers

W/IA - Rob Masters

W/SP - Ed Johnson

W/COM - Randee Exler

CHAIN OF COMMAND

W - Jack Kelly

Wx1 - John Jones

W/CFO - Ted David

W/OST - Jack Hayes

W/OS - Greg Mandt

W/OPS - John McNulty

W/OHD - Gary Carter

W/CR - Dennis McCarthy

ALL ELEMENTS:

W - Jack Kelly

Wx1 - John Jones

W/CFO - Ted David

W/CIO - Barry West

W/EEO - Rufus Caruthers

W/IA - Rob Masters

W/SP - Ed Johnson

W/COM - Randee Exler

W/OS - Greg Mandt

W/OST - Jack Hayes

W/OHD - Gary Carter

W/OPS - John McNulty

W/ER - Dean Gulezian

W/SR - Bill Proenza

W/CR - Dean McCarthy

W/WR - Vickie Nadolski














W/AR - Rich Przywarty

W/PR - Jeff LaDouce

W/NP - Louis Uccellini

APPENDIX E: EDITING MARKS

Common editing marks are listed below, what they mean, and an example.

	delete	Six cats s sit on the deck.
	insert	I love ap ^P les dipped in caramel.
	insert space	She listed the fruit: [#] apples, oranges, and lemons. [^]
	insert line	Mr. John Smith
	close up	Jared love ^s his bath
	insert period	Now is the time to begin [.] I will start.
	insert comma	When you begin [,] finish within 2 hours
	indent	<u>Once</u> upon a time a charming baby boy lived in Glenside. He loved going for walks. Staring at the trees, he studied the movement of the leaves.
	double indent	<u>The</u> following editorial statement clarified the acronym rule. <u></u>
	delete paragraph	<div style="border: 1px solid black; padding: 5px;">Type the entire phrase the first time it appears, followed by the acronym in Parentheses; then use only the acronym in the text following. Do not put the acronym in parentheses after the spelled out phrase if the acronym is not used again.</div>
	capitalize	Her name is <u>mary</u> .
	use lower case	The Modernization nears completion.
<i>stet</i>	let it stand	WSFO Washington, D.C. /Baltimore, MD <i>stet</i> provides forecast for Maryland.
	align	Sincerely, John J. Kelly Jr.
	separate words	The work ^{force} leaves at 5 p.m.
	replace word	The dogs ^{ran} run unchecked.
	replace letter	Her mother ^a ran a bakery.
<i>sp</i>	spell out	His birthday is <u>6/25/98</u> . <i>sp</i>

APPENDIX F: WordPerfect Formatting

Page Centering:

Format>page>center>current page>OK

Page Numbering:

Format>page>numbering>position: top center>page numbering format: numeral (no dashes, or additional characters

Complimentary Close/Signature Position:

Utilize the position indicator at the bottom of your screen to determine Pos 4.5" for the correct complimentary close position.